

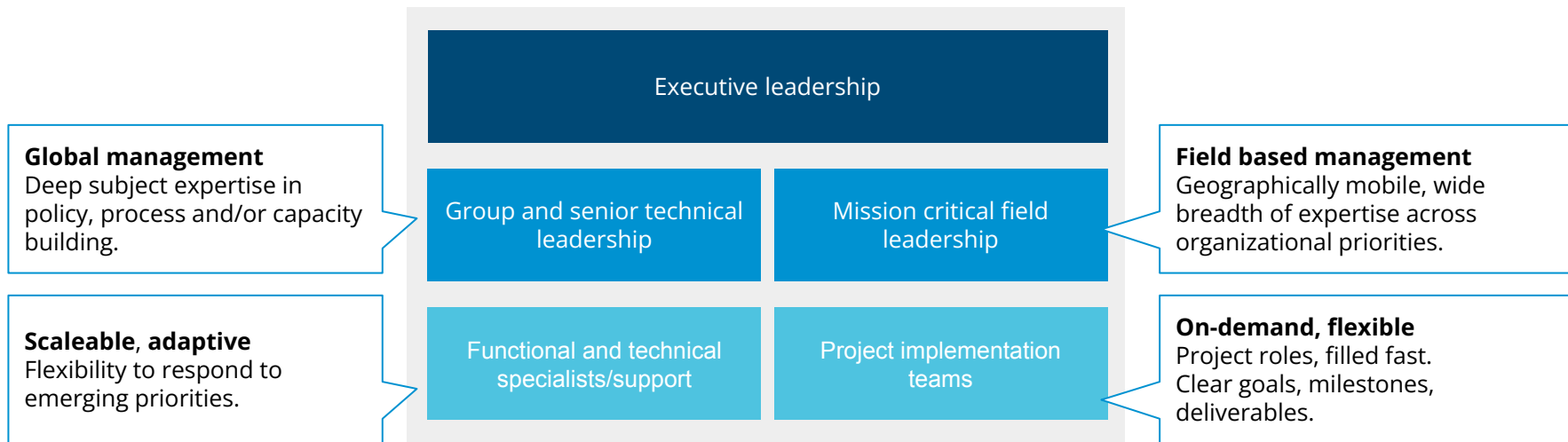


# Contract modality review

Executive Board Presentation  
August 2023

# Background

- UNOPS operating model requires the organization structure to grow dynamically and continually resize to ensure we are fit for purpose.
- Our project-based structure **must be capable of continuously reforming around emerging priorities.**
- The requirements of our workforce therefore differ by the type and context of the work performed:



# Workforce challenges

- UNOPS project-based approach has contributed to the long-term growth and cost efficiency of the organization. It has facilitated flexibility, agility, and access to specialized skills, against the background of a wider UN system that has not always been able to respond at pace.
- UNOPS project-based structure means that a mix of Fixed Term (Staff) and Individual Contractor Agreements (ICA) will always be required.
- However over time, **the boundary between the core organization structure and project roles has blurred**, creating a number of workforce management challenges, including:
  - **Over reliance on Individual Contractor Agreements (ICA)** to engage personnel;
  - **Uncertainty for personnel engaged on ICA contracts**, contributing to cultural issues; and
  - **Talent management challenges**, including **barriers to mobility** that limit the organization's ability to fill key position quickly; and retain high performing talent.

# Project objectives

- In 2022, the United Nations Board of Auditors (UNBOA) recommended that UNOPS:  
**'list clearly** in its rules, the **positions that entail 'inherently UN activities' and must be filled by staff** members to **ensure that staff members remain the core human resources of the organization'** (para 206).
- In late 2022, the People and Culture Group (PCG) established a dedicated project team to ensure the appropriate application of Fixed Term (Staff) and Individual Contractors (ICA) across the organization, in compliance with UNOPS policy; ensuring a consistent and fair approach to the transition of impacted personnel. Specific objectives of the project include:
  - To convert identified personnel to FTA in compliance with audit recommendations.
  - To ensure minimal operational disruption and smooth transition of impacted personnel.
  - To prioritize a people centered approach that considers individual situations, without compromising organizational priorities.
  - To manage conversion consistently and fairly.

# Inherent UN activities

- UNOPS policy stipulates that for a post to be established as FTA, the activities associated with it, require the exercise of substantial discretion in applying UN authority and/or in making decisions for the UN.
- This means the activities in the relevant Job Description are:
  - Requiring a **significant fiduciary responsibility**;
  - **Determining, protecting, and advancing** the interests of the United Nations;
  - Significantly affecting the **safety and security** or property or persons;
  - Exerting ultimate control over the **acquisition, use, or disposition** of United Nations property;
  - Acting as **internal control custodian** of the organization; or
  - **Deciding on rules** to be reflected in the corporate manuals and policies, including making exceptions to such policies.

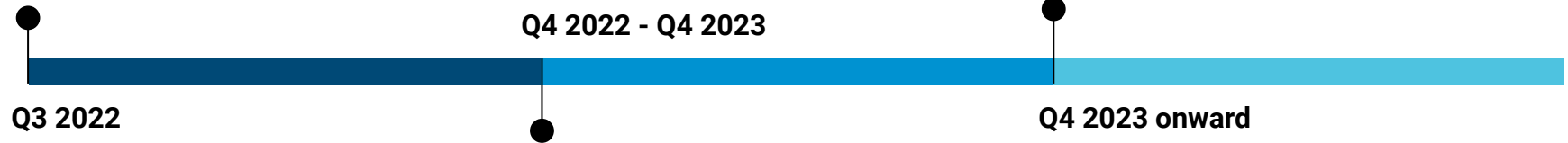
# Approach

## Project planning

- Review requirements
- Propose approach
- Define risks
- Establish review board
- Stakeholder consultation, including regions

## Phase 2

- Other positions in HQ and Regions
- Impact assessment
- Consultation and communication
- Assessment process (if required)
- Contract issue



## Phase 1

- High impact positions, planned and budgeted in 2023 budget
- Impact assessment
- Consultation and communication
- Assessment process (if required)
- Contract issue

# Progress to date

Key Milestones	Date	Status
Approval of positions in Phase One	December 2022	✓
Regional consultations on proposed approach	January 2023	✓
Impact analysis	March 2023	✓
Update of policies and online resources for communication	May 2023	✓
ED approval of conversion approach	May 2023	✓
Organization wide communication on approach	June 2023	✓
Implementation planning with regions	July 2023	✓
One to one discussions with personnel	July 2023 onward	Underway
Letters of Appointment sent	August 2023 onward	Underway
Phase Two review begins	October 2023	Planned